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SECURITY INFORMATION

DDA Memo, 4 Apr 77

23 June 1953

Auth: DDA REG. 77/1763

25X1 Date: 270278 By:

MEMORANDUM FOR:

The Assistant Director for Communications

FROM:

Chief, Management Training Division, OTR

SUBJECT:

Summary Report on Initial Phase of Human Resources Program

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1. It has been a stimulus and a real pleasure to conduct the initial phase of the Human Resources Program with four groups of supervisors in OCT 16 - 24 April; 27 April - 4 May; 18 - 28 May; 1 - 11 June; and a two hour session with the area chiefs on 12 May.

2. Attached is a set of outline materials distributed in this program. The same sheets were given to the members of each of the four groups and to the area chiefs, with the exception of Page 1 for Group Meeting #2. Page 1 for Group Meeting #2 is a summary of the problems discussed in Group Meeting #1 and in the individual conferences and therefore differs for each group.

3. It is planned to return for the first follow-up meeting with each group during August. Follow-up meetings in the Human Resources Program will be conducted for each group of supervisors about once every eight weeks for as long as you consider that such meetings make a significant contribution to management thinking and action in OC. It is expected that eventually such activity will become absorbed in the normal internal operations of the Office.

4. In conducting this program in OC, I was impressed particularly by the quality of leadership and cohesion at the top, and by the down-to-earth attitude toward operating problems and the generally high morale throughout the Office.

5. I note below some of the points that have emerged from the group meetings and individual conferences that may be of interest to you. I have summarized the suggestions and problems that seem to have practical relevance to OC operations at this time. I shall be happy to discuss this report in more detail at your convenience.

6. Staff coordination. The close coordination of thinking and effort made possible through your daily staff meetings does not appear to carry down into the divisions, branches, sections, and units generally. I believe that those who participate in the top level staff meetings derive such a feeling of security from this coordinated approach to daily operating problems that they are not aware of the need to provide for the same type of teamwork down the line. It is my observation that skill in teamwork has to be acquired by each supervisor through persistent practice. Each supervisor has to find the type of coordinating experience that works for those under his supervision. The key to effective coordination seems to be communication.

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7. Intra-office communication. Specific needs were generally expressed for more information regarding Office policy, administrative decisions, coordination with other Offices, and OC policy and procedures within the framework of the Agency as a whole. There is apparent need within the Office for continuing orientation on OC activities and on the ever-changing Agency organization and operations.

The solution to this problem would appear to be through staff meetings at each level of supervision to make sure that everyone is getting the information that he needs to do his job well.

It was stated several times that the de-briefing of personnel who have returned from overseas could be much more effectively utilized. The de-briefing of returnees could certainly do a lot to spark staff meetings where appropriate.

The need was also emphatically expressed for some sort of follow-up report on projects, - a post-FRC-audit, so that operating offices might get some estimate of the returns on their investments.

It is evident that communication, as the most frequent basic problem in management, requires continuous attention if clear channels up and down are to be maintained.

8. Need to know. Closely related to intra-office communication is the problem of broadening the base of the need to know. It appears that individuals who are fulfilling requirements usually need to know the individuals who are drafting the requirements, if at all possible, and need to know the purpose to be served by the requirements, if reasonable, to do an effective and efficient job. There should be greater clarification of the extent to which the need to know may be broadened for individuals intimately concerned with the development of classified projects without violating security regulations. It is my observation that effective working relations and efficiency in operations are being seriously handicapped throughout the Agency by what people think are need to know restrictions which, if examined, may not actually exist at all. It appears to be important at this point to examine the meaning of need to know restrictions in each operating situation so that they will not be misapplied. I am not questioning the security regulations. I am suggesting that each supervisor has the responsibility for determining the extent to which his staff can be cut in on classified operating data so that working relationships may be strengthened and there may be greater efficiency in operations.

9. Definition of responsibilities. Because so much of OC is staff to the central operating line, there naturally tends to be confusion concerning specific responsibilities, and a lack of clear delegation of responsibility with its commensurate authority. The more concrete the job

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to be done, the easier it appears to have clearly defined responsibilities; the more abstract the job, the more difficult it is to find individuals who have the ability to create and develop their own margins of responsibility.

10. Personnel management. The following seemed to be problem areas in personnel management requiring consideration at this time:

- a. Realistic recruitment. Exerting continuing pressure (1) to recruit people with basic qualifications for OC, and (2) to give potential employees a more adequate idea of what will be expected of them.
- b. Reassignment and release. To remove the stigma from a person seeking reassignment; recognizing that misplacement is not unusual in this agency.
- c. GS level and administrative position. Must GS level and administrative authority necessarily be equated in OC ?
- d. Stable pags. Developing a permanent nucleus of relatively stable positions, between working level and policy level, about which the rest of the organization can be rotated.
- e. A supervisor's responsibility. Delegating fuller responsibility, authority, and support to each supervisor for the selection and adjustment of personnel under his supervision.
- f. Career Service Board. Policy clarification; broader representation; reasons for actions, plus and minus; tie-in with Agency-wide policy and Agency-wide assignments.

11. Participation. Broadening the sense of participation all up and down the line. There seemed to be a strongly expressed desire for more top-side and front office contact with the operating offices.

12. I believe that the problem areas indicated above constitute a matrix of problems that are essentially human relations. The key to progress would appear to be the acceptance of the idea that each person in OC shall participate in a staff meeting appropriate to his level of responsibility; that each supervisor shall assume his inescapable duty to make his staff meetings informative, meaningful, and generally functional to the objectives of his unit; and that such participation all down the line shall be two-way in character so that there shall be a sense of functional communication throughout the organization. In this way, I am sure, real teamwork will be advanced; and where there is teamwork there is good management.

13. May I express my deep appreciation for the cordial reception to this program in OC, and my thanks to [redacted] for his efficient administrative arrangements for these meetings. I believe that OC can break the trail for sound management for the entire Agency. I hope that the example of OC will prove how the cooperative application of sound management principles can make CIA the best managed agency in Government.

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